

the

VISION to make

LAKEJACKSON

an ideal community to live, work and play for all.

LAKEJACKSON **STRATEGIC PLAN 2011-12**



THE CITY OF LAKE JACKSON

has a five year history of conducting strategic planning workshops. The purpose of these sessions is to focus on the results of the previous year and prepare a new Plan for the upcoming fiscal year.

The workshops with City Council were conducted in two sessions. The first session was attended by the City Council, City Manager, City Attorney and Assistant City Manager. The second session included the City Council and key staff of the City. Between the two sessions, City staff met with the City Manager to discuss the results of the first Council work session and prepare for the second session with Council. Each session was guided by an outside facilitator.

There are five Vision Elements that make up the Strategic Plan. Each Vision Element contains a series of objectives set by the City Council. Each objective has a series of goals prepared by the City staff and approved by the City Council. The goals are action steps intended to move the City toward implementation and completion of the stated Council Objectives.

MISSION STATEMENT

It is the MISSION of the City of Lake Jackson to be a leader among cities and in the region at large in delivering outstanding quality services to all citizens through innovative and efficient use of resources.

VISION STATEMENT

Our Vision is to create an ideal community to live, work and play for all.

VISION ELEMENTS

- Enable Growth and Revitalization
- Enhance Communication & Technology
- Maintain Infrastructure
- Maintain a Well Managed City
- Enhance Quality of Life

STRATEGIC PLAN PROCESS & CALENDAR



Since 2006, the City Council has met, deliberated and established new priorities for the coming year. The establishment of new priorities sets the stage for budget formation beginning in April of each year.

The strategic planning process is used to develop, implement and monitor the actions necessary to achieve the results outlined in the City's Strategic Plan.

The following pages highlight the City's priorities and show how each of the goals align with Lake Jackson's vision for the future.



Back row: Sherri Russell, City Attorney; Council Members Jon "J.B." Baker, Joe Rinehart, Scott Schwertner, and Bob Geter; Alice Rodgers, City Secretary

Front row: Council Member Heather Melass, Mayor Bob Sipple, Bill Yenne, City Manager

ENABLE GROWTH & REVITALIZATION

Promote quality growth following the established Master Plan.

VERY HIGH

IMPLEMENT DOWNTOWN REVITALIZATION	Coordinate design and engineering of South Parking Place - <i>Mundo</i>
	Bid, contract and construct breezeway improvements between This Way and S. Parking Place - <i>Aguirre</i>
	Oversee construction of This Way, Center Way & portions of That Way & Parking Way - <i>Aguirre</i>
FACILITATE DEVELOPMENT OF ALDEN	Complete Planned Unit Development Application - <i>Yenne</i>
	Complete Cost of Service Analysis & Agreement - <i>Mundo</i>

HIGH

DECREASE NUMBER OF RESIDENTIAL STRUCTURES NOT MEETING MINIMUM HOUSING STANDARDS	Repair or demolish five residential structures (to be done under current funding levels) - <i>Nisbett</i>
	Review permitting process and requirements for new and remodeling of both residential and commercial structures. - <i>Nisbett</i>
UPDATE CITY'S COMPREHENSIVE MASTER PLAN	Establish goals and objectives for Master Plan study with City Council and Planning Commission - <i>Mundo</i>
FACILITATE DEVELOPMENT OF AIRPORT	Participate in future project planning discussions - <i>Nisbett</i>

MEDIUM

FACILITATE DEVELOPMENT OF EXTRA- TERRITORIAL AREA	Present policy for rural subdivision development - <i>Aguirre</i>
FACILITATE REDEVELOPMENT OF DECLINING AREAS	No identified goals for FY 2011-12

ENHANCE COMMUNICATION & TECHNOLOGY

Build relationships through communication, technology and training.

HIGH

IMPROVE COMMUNICATION EXTERNALLY AND INTERNALLY THROUGH BEST PRACTICES & ENHANCED TECHNOLOGY	Add a TV in front lobby which continually runs the cable access channel 16 - <i>Knapp</i>
	Implement information subscription page on city website - <i>Knapp</i>
RESOLVE INTERNET CONNECTION ISSUES	Research and determine a new method to connect City facilities to the Internet - <i>Eaves</i>

MEDIUM

ENHANCE VISIBILITY OF LAKE JACKSON	No identified goals for FY 2011-12.
DEVELOP A CITIZEN REQUEST / RESPONSE SYSTEM	Develop in-house an access database to track calls/issues received and responses. - <i>Eaves</i>
IMPROVE INTERACTION BETWEEN CITY COUNCIL AND BOARD & COMMISSION	Include Boards and Commissions in Annual Strategic Planning Process. - <i>Mundo</i>
USE SOCIAL NETWORKS FOR COMMUNICATION	Continue to utilize Facebook and Twitter to reach out to community. - <i>Knapp</i>
DEVELOP STANDARD COMMUNICATION FORMAT FOR COUNCIL & STAFF WHEN MEETING WITH CITIZENS	Prepare community presentations that focus on Strategic Plan with key updates on progress of community-wide projects. - <i>Mundo</i>

MAINTAIN INFRASTRUCTURE

Maintain existing facilities and infrastructure at current high standards.

HIGH

UPGRADE INFRASTRUCTURE AND FACILITIES	Coordinate the replacement of 1,000 Hershey Water Meters under warranty. - <i>Nisbett</i>
	Design, bid and construct \$1M bond projects – Oak Drive South & Oleander #3 outfall. - <i>Aguirre</i>
	Coordinate the remodeling of the old Dispatch Center to an Evidence Room and the existing Evidence Room to new Crime Lab.
MAINTAIN FACILITIES & EQUIPMENT	Complete interior painting of Civic Center – <i>Mundo/Oliver</i>
	Replace 1,000 banquet chairs at the Civic Center – <i>Mundo/Oliver</i>
	Complete 2,000 man hours of sidewalk and street maintenance (replacement projects) - <i>Nisbett</i>
	Administer construction of Anchusa ditch renewal as approved in bond package - <i>Nisbett</i>
	Administer construction of upper slave ditch renewal as approved in bond package. - <i>Nisbett</i>
	Replace 1,800 ¾” and 100 1” meters, Clean Well #14, Replace Wedgewood water line, continue with fire hydrant maintenance program and calibrate Large Customer meters. - <i>Nisbett</i>
	Replace Blower #8 and Blossom sewer line. - <i>Nisbett</i>
IMPROVE ASSESSMENT OF INFRASTRUCTURE	Maintain condition assessment by assessing 100% of city maintained sidewalks and 20% of city maintained streets. - <i>Nisbett</i>
	Complete \$155,000 in street maintenance repairs which include joint sealant, panel replacement and thermal vinyl painting - <i>Nisbett</i>
	Develop prioritized list of street and sidewalk maintenance projects - <i>Nisbett</i>
	Develop sign retro-reflectivity program - <i>Nisbett</i>
	Update condition assessment for 20% of open ditches for sanitation, ponding and sloughing. - <i>Nisbett</i>
	Establish standards and schedule for mapping and assessment of sanitary and storm sewer system - <i>Aguirre</i>
	Complete existing fire hydrant database and add to GIS system. - <i>Aguirre</i>
	Update Annual Assessment of major utility equipment - <i>Aguirre</i>
	Certify database for drainage system inventory for asset management - <i>Nisbett</i>

MAINTAIN A WELL MANAGED CITY

Promote a culture of innovation and service.

VERY HIGH

HIRE AND RETAIN QUALIFIED EMPLOYEES

Fund merit adjust program for all full-time employees. - *Yenne*

Submit COPS Hiring Program 2011 grant for two additional Police Officers - *Hromadka*

HIGH

IMPROVE IN-HOUSE TRAINING OPPORTUNITIES FOR EMPLOYEES

Encourage the use of On Demand training for Microsoft classes as well as other personal development by training employees in the use of the SunGard Training and Development website - *Eaves*

Offer Parks & Recreation staff twelve supervisory training sessions and a twelve month customer service instructional series. - *Jones*

Cross train employee to provide backup for health, code enforcement, plans review, apartment inspector and building inspections. - *Nisbett*

CONTINUE IMPLEMENTATION OF RECORDS MANAGEMENT

Implement digital storage of permanent files in personnel - *Rodgers*

Begin transfer of engineering e-files to Questys Records Management System. - *Rodgers*

Transition to internet based public information requests and handling - *Rodgers*

MEDIUM

ENHANCE CUSTOMER SERVICE

Provide the ability to make utility payments on the web site - *Eaves*

REVIEW AND UPDATE CODE OF ORDINANCES AS NECESSARY OR AS DIRECTED BY CITY COUNCIL

Assist Municipal Court become a court of record - *Russell*

Revise two chapters in the code of ordinances - *Russell*

Present Fine Comparison Survey City Council with recommendation for changes. - *Russell*

USE NEW TECHNOLOGY TO IMPROVE AREAS OF OPERATIONS

Replace downtown water meters with new mosaic Wi-Fi meters - *Nisbett*

Coordinate installation of H-GAC Radio Tower - *Hromadka*

INCREASE THE USE OF GIS TECHNOLOGY

This objective is on hold. There are no established goals for this budget year. -

ENHANCE QUALITY OF LIFE

Provide excellent quality of life for all Lake Jackson citizens.

HIGH

PROVIDE COMMUNITY WITH AFFORDABLE AND FAMILY ORIENTED ACTIVITIES

Host Festival of Lights 2011 with more children activities than previous years. – *Mundo/Oliver*

Host Senior Fest 2012 – *Mundo/Oliver*

Enhance both youth and adult programs through innovative programming. - *Jones*

Establish programming for outdoor recreation and diversified populations. - *Jones*

PROVIDE QUALITY PARKS AND RECREATION OPPORTUNITIES

Re-evaluate park playground locations and replacement frequency to more accurately meet today's diminished usage patterns within neighborhood parks. - *Jones*

IMPROVE THE SAFETY OF OUR CITIZENS

Review and adopt changes as needed in the health ordinance. - *Nisbett*

Educate citizens about issues of distemper in raccoons and disadvantages of relocating wildlife, as well as actively setting traps for capture. - *Hromadka*

Install Stovetop Fire Stop Vent Hoods for the elderly, handicapped and others in the community with needs. - *Crim*

Continue to develop the "Fall Prevention Program" and reduce the number of call by 10% - *Ortiz*

Complete renovation of MacLean hike and bike trail resurface project – *Jones/Aguirre*

Design, bid and construct FY 2011-12 sidewalk and ADA program. - *Aguirre*

MEDIUM

CONTINUALLY EVALUATE THE CITY'S PUBLIC TRANSPORTATION SYSTEM

Provide Quarterly updates to City Council on ridership. - *Yenne*

PROMOTE AND SUPPORT CULTURAL OPPORTUNITIES IN THE CITY TO OUTSIDE AGENCIES

Explore expanding community events with Lake Jackson Historical Museum, Center for Fine Arts and Chamber of Commerce. - *Mundo*

QUARTERLY UPDATE

October – December 2011

ENABLE GROWTH & REVITALIZATION

ENHANCE COMMUNICATION & TECHNOLOGY

MAINTAIN A WELL MANAGED CITY

MAINTAIN A WELL MANAGED CITY

ENHANCE QUALITY OF LIFE

QUARTERLY UPDATE

January – March 2012

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QUARTERLY UPDATE

April – June 2012

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QUARTERLY UPDATE

July – September 2012

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ENHANCE QUALITY OF LIFE